

# Whitepaper

## Judge the Leader by their Team

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Leadership is  
about results.

Teams deliver  
results.

Judge the leader  
by their team.





The reputation of a leader is their most important asset.

The best leaders care more about their teams than themselves.

The culture and performance of a team is a reflection of the leader.

Leaders are not born knowing how to build great teams. On the contrary, their early professional development has a focus on cognitive and technical skills, such as engineers and accountants. With career progression, they then need new competencies around strategy, teams and engagement. The transition is from manager to leader and from operations to strategy. It is about getting the right balance of working ‘in’ and ‘on’ the business.

The leader of the team needs to have true self-awareness. Hogan assessments provide premium evidence-based solutions for making decisions about people. Combining the Hogan 360 with Hogan personality assessments is the most efficient and cost-effective way to gather performance related information. The Hogan 360 reveals one’s real self which helps to build the ideal self.

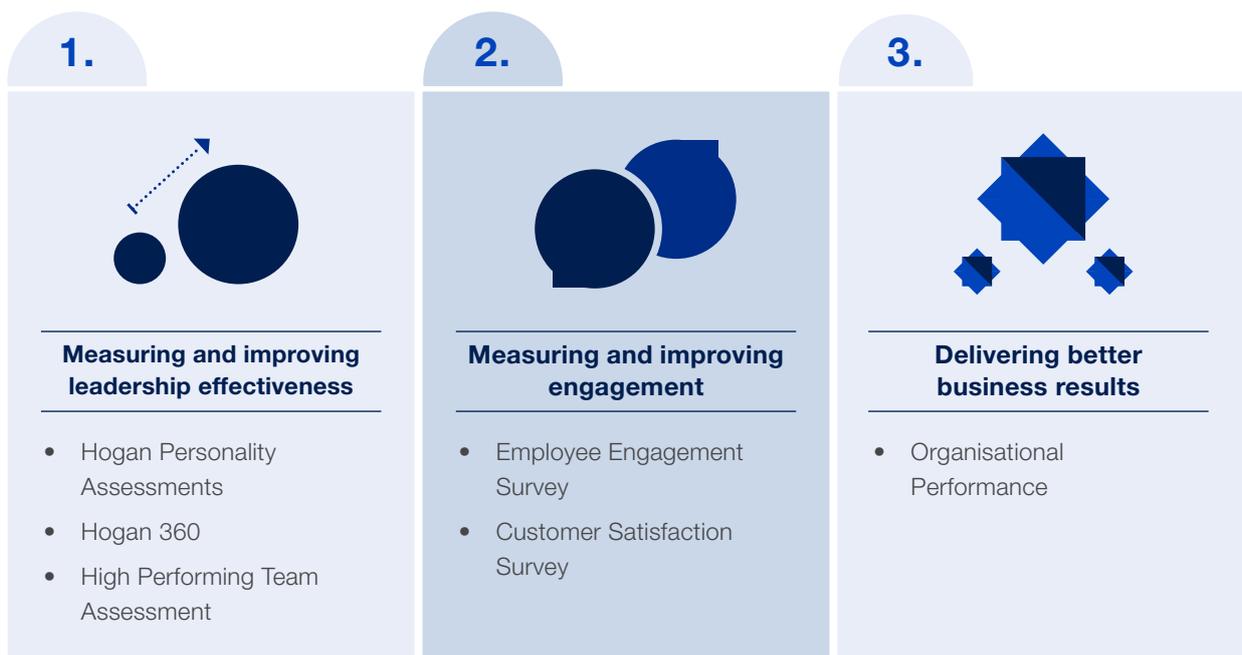
Leadership and team effectiveness are measurable and improvable. Being a better leader means being a better learner.

**“By combining Hogan 360 data with Hogan personality assessment data, we compare the public person with the private person to build strategic self-awareness and career success.”**

**Dr. Robert Hogan**

A complete picture of leadership potential and performance is best captured by personality, 360 and team surveys. Team diagnostics that shed light on a team profile are critical for improving team effectiveness. It helps to connect people data with operational and financial data to understand the causal link with leadership.

Our research on what the best leaders look like shows that the best leaders create high performing teams that shape and improve the employee and customer experience (PBC, 2020). Higher levels of engagement deliver stronger bottom line outcomes.



Teams are the engine room for driving employee engagement, the customer experience and service/operational excellence to deliver the bottom line. Building high performing teams takes a lot of effort, measurement and continuous improvement. Base-line team competencies should include diversity, experience, IQ, and EQ. Teams can play a critical role in creating and executing strategy, business plans and key performance indicators. Effective teams provide stronger decision making and the capacity to navigate increasingly agile and complex business eco-systems. In moving from good to great, teams need a shared purpose, collaboration, and passion about performance. Group success must be more important than individual success.

Dr. Robert Hogan is the world's most successful business psychologist.

**He says, "Leadership is a resource for the group. I define leadership as the ability to build and maintain effective teams. Leadership should be evaluated in terms of the performance of a team compared to other teams engaged in the same activity."**

He developed the language of "getting along and getting ahead" to describe interpersonal effectiveness and achieving results.

This trailblazing work is the key to business success. It's about teams achieving passionate results through emotional intelligence.

## Lencioni and Goleman

Patrick Lencioni and Daniel Goleman are globally respected authors. Patrick Lencioni in "The Five Dysfunctions of a Team" (2002) captured the attention of the business world by claiming that dysfunctions are at the very heart of why teams often struggle. He says everyone talks about teamwork but hardly anyone does it effectively. He says trust is the foundation stone of high performing teams and that personality and 360 profiles help build trust. Vulnerability in an inclusive, psychologically safe space, is critical.

He said the personal competencies include self-awareness, self-regulation and motivation. The social competencies include empathy and social skill, which make others feel valued and respected.

Goleman says:

**"How do you get to the truth of your real self? You use a 360-degree evaluation collecting information from your boss, your peers, and your subordinates."**

**Daniel Goleman of EQ fame says emotional intelligence is about the fine tuning of interpersonal dynamics that make people smarter.**

It creates synergy in working toward group goals. Goleman is famous for the quote that EQ can matter more than IQ. Importantly, Goleman said that emotional competence can be learned.

**"The goal of leadership is to build a team. Leadership should be defined in terms of the ability to build and maintain a team, and leadership should be evaluated in terms of the performance of the team."**

– Dr Robert Hogan

# Team opportunities

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Reputation is the standing one has in the eyes of others.  
The team best knows the standing of the leader.  
The success of a leader is having a high performing team.

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At PBC, we have been assessing teams for over 10 years and collecting a lot of data. The PBC High Performing Team Assessment (HPTA) measures team characteristics from the perspective of each team member. We measure both performance and culture because culture enables performance.



Based on feedback from 1000 managers about opportunities to improve their team, our research identified **15 common challenges:**



Our subsequent research from hundreds of team assessments show that the **top six challenges** from these 15 are:

1. **More collaboration:** one team approach, no silos, less them and us, all on the same page, working together with one goal.
2. **Tackle the difficult issues:** more healthy debate, challenge each other, discuss the hard issues, don't avoid conflict.
3. **More accountability:** challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers.
4. **Improve communications:** open and honest communications, keep us updated, share the big picture, share information, communicate decisions.
5. **Set priorities:** be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities.
6. **Clearer vision, strategy and goals:** clear KPI's, a clear business plan, shared sense of purpose, clear direction, disciplined strategic reviews.

Teams need to be acutely aware of their strengths and weaknesses and constantly working on continuous improvement. Team assessment data is critical. Teamwork makes the dream work. There is much work to do!

## Engagement pays

Our philosophy is that leadership drives engagement which drives performance. Global engagement research clearly shows this. Gallup's research (2020) proves that engagement drives better business outcomes, including:

- Revenue, sales growth and shareholder return.
- Levels of customer retention and net promoter scores.
- Productivity, quality and safety.
- Employee retention, absenteeism and wellness.

The challenge is that 30-35% of employees are disengaged. These people are ready to quit their boss, the team or the job. Some of these people share their misery with others. This impacts morale, performance and retention. Gallup says that 70% of the variance in engagement can be attributed to the team manager.

Analytical work in Shell shows that leadership drives engagement, safety and business results. Leadership at the team or organisational level accounts for 50% of engagement.

Leadership is the most consequential force on the planet. It can make or break teams, enterprises and even countries. Investing in leadership, high performing teams and employee engagement is an investment in a sustainable bottom line. Investment in leadership assessments, coaching and development programs is growing globally.

### Leadership



### Employee Engagement



### Organisational performance



# So what do the best leaders look like?

Our Hogan 360 research of highly rated C-suite executives (PBC, 2020) shows that they have stronger competencies around being achievement- focused, strategic and inspiring, which is all about engagement around the big picture.

They are more like leaders than managers. They are strategic not just operational. They also have high levels of EQ. In short, they are passionate about performance, resilient and socially skilled.

The superior 360 competencies of high performers are listed below. These competencies are needed to build high performing teams and organisations that achieve industry leadership results.

**“Give me a manager’s Hogan Personality Assessments and their Hogan 360 results and they have no place to hide.”**

– Peter Berry

## Achievement Focus:

- Is competitive and determined
- Is assertive and energetic
- Is driven
- Sets high performance expectations
- Sets clear goals and drives results
- Has strong influencing and negotiation skills

## Inspiring:

- Has the passion to make a difference
- Motivates and inspires others
- Works hard to improve morale
- Brings a positive attitude to work
- Is customer focused
- Creates a positive working environment

## Strategic:

- Thinks about new long term opportunities
- Is visionary and strategic
- Communicates a long term vision
- Sets long term stretch goals
- Often suggests new and original ideas
- Always looks for improvement opportunities

## Emotional Intelligence:

- Calm and even tempered
- Has high personal self-awareness around personal improvement opportunities
- Manages emotions maturely and intelligently in stressful situations
- Has excellent people skills
- Makes people feel valued
- Is friendly, warm and thoughtful in relationships with others



The combination of Inspiring and Emotional Intelligence is being **Interpersonally Effective**. The combination of Achievement Focus and Strategic is being **Performance Driven**. This is getting along and getting ahead.

# Learning leadership to improve team performance

**The best leaders are the ones that understand that their team is their reputation. Fortunately, leadership can be learnt. Being a better leader means being passionate about learning and feedback.**

The starting point is accurate self-awareness which starts with personality and 360 data. Strategic self-awareness only happens when you can benchmark your results against others. The purpose of the assessments is to deliver behavioural and reputational change to improve individual and team performance around employee engagement and business outcomes. Leadership and coaching need to be science-based and tied to performance outcomes.

Leadership competency is driven by personality, intelligence, experience and behaviour choices. To best measure, understand and improve leadership, using the Hogan personality assessments with the Hogan 360 is recommended.

Hogan personality assessments measure one's motivation and likely behaviour and captures the inside, the bright side and the dark side of personality, covering the idealised self, an individual's strengths and their potential derailers.

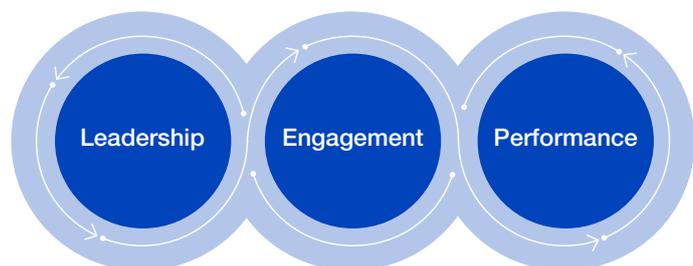
The Hogan 360 measures workplace behaviour and performance, capturing one's brand/reputation at a point in time and identifies improvement opportunities. EQ behaviours are measured as are operational and strategic capabilities.

**Leadership behaviour drives strategy, team performance, employee engagement and culture. High performing teams should be a goal in business.**

There needs to be a strong strategic planning cycle, focusing on both the long term and the short term. A one-page business plan should be used for high-level clarity, accountability and communication. Key performance indicators should cascade into second tier teams. A balanced scorecard approach should be taken, which includes a measure of employee engagement. The focus on strategy and people needs to be connected by understanding that people deliver results and engagement is not an end in itself but the means to delivering superior results. The leader's team is absolutely the core driver of performance.

**“We often suffer from a disconnect between the self we think we are, and the self that everyone else sees. The best method for identifying strengths and weakness is 360 feedback”**

– Marshall Goldsmith



# Leadership coaching trends

Investing in leadership, high performing teams and employee engagement is an investment in a sustainable bottom line. Investment in leadership assessments, coaching and development programs is growing globally.

An emerging trend is looking for return on investment. This can be measured by individual and team performance and ultimately by employee engagement. This is best understood and managed by people analytics. The challenge is being able to connect people data with operational and financial data.

A huge opportunity in the future is to measure leadership and team effectiveness and track and improve employee engagement and organisational performance. The challenge is to measure correlations and causality to understand and improve linkages between an individual, their team and the employees in terms of engagement and organisational performance. The causality link will be of great interest to organisations measuring and improving the linkage between leadership, engagement and performance.

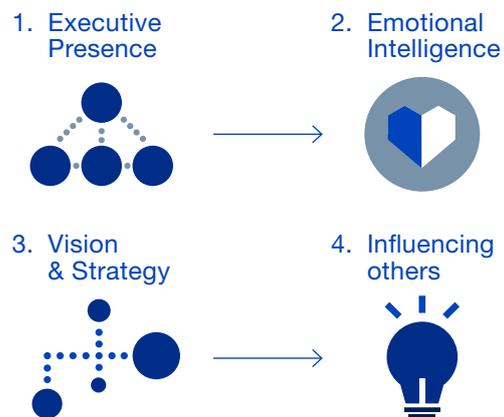
**CoachSource** is a global coaching and research business. Their research in 2018 and 2020 provides invaluable data on coaching trends. A 360 tool is used 92% of the time and Hogan personality assessments 71% of the time.



“Hogan has easily experienced the fastest jump of any assessment we have studied over the years.”

– CoachSource

The survey results show that corporate practice managers spending money on coaching rank the top **four development areas** as being:



Interestingly, the results also show that the 599 external coaches who participated in the survey are most often asked to coach on emotional intelligence. EQ is the most popular competency to be coached.

It sounds a lot like Dr Hogan talking...” getting along and getting ahead”.

“Great organisations make sure they have the right people on the bus and the right people in the key seats. Letting the wrong people hang around is unfair to all the right people who often find themselves compensating for the wrong people’s inadequacies. Get the wrong people off the bus.”

– Jim Collins

# Using Hogan profiling to measure interpersonal effectiveness

**Hogan Assessments have pioneered the science behind emotional intelligence and derailment. Work began on the development of the Hogan Personality Inventory (HPI) in the late 1970s. The five-factor model was the basis of what to measure and how to measure. The Hogans used socio-analytic theory, which is the study of human nature and interpersonal effectiveness in getting along and getting ahead.**

A key feature of the HPI is the explanation of individual differences in interpersonal effectiveness. Adjustment measures emotional control and positivity. Interpersonal Sensitivity measures people and relationship skills while Prudence captures conscientiousness and integrity. These three scales, particularly the first two, measure EQ behaviours.

Hogan Assessments launched the Hogan Development Survey in 1992. Its job is to predict strengths potentially becoming derailers. It measures a capacity for dysfunctional dispositions that inhibit interpersonal effectiveness, or the barriers to getting along and getting ahead. One bad apple in a team can have disastrous consequences and is often overlooked by the leader of the team who has a blind spot or is clueless about what to do.

The Motives, Values and Preferences Inventory rounds out the personality profiles and provides necessary insights into one's needs and drivers. It is the key to understanding and achieving shared cultural norms.

## Understanding leadership and team competencies

**The Hogan Competency Model (HCM; Hogan, 2020) has 62 competencies, with reliability and validity evidence. The competencies are defined as groups of behaviours underlying individual characteristics that enable superior job performance. The strongest personality correlations are with the HPI.**

Organisations use competencies and competency models to develop behaviours/ skills to deliver organisational strategies. Competencies are defined as representative groups of behaviours underlying individual characteristics that enable superior job performance.

Twenty-one correlations are with the **Ambition** scale, which in our 360-research links to being engaging, innovative and strategic, i.e., passionate about performance. Twenty-one correlations also exist with **Adjustment** and **Interpersonal Sensitivity**, predicting resilience and people skills, or interpersonal effectiveness (EQ).

We can now identify the most important HCM competencies for great leaders and high performing teams. These are essential leadership competencies to drive engagement and performance. Our Hogan assessments can measure these and leadership programs, coaching and practice can improve them.

The strongest HCM correlations with **Ambition** are:

Competency	Definition
Developing People	Provides support, coaching, training, and career direction to others.
Leading Others	Demonstrates general leadership ability and effectiveness
Overcoming Obstacles	Pursues goals and strategies despite discouragement or opposition.
Driving Strategy	Directs effort to achieve long-term business objectives.
Taking Smart Risks	Evaluates tradeoffs between potential costs and benefits and acts accordingly.
Competing with Others	Strives to exceed others' performance.
Displaying Confidence	Projects poise and self-assurance when completing work tasks.
Taking Initiative	Takes action without needing direction from others.
Setting Goals	Identifies short-term objectives and steps to achieve them.
Sales Focus	Generates revenue by promoting products and services to others.

The strongest HCM correlations with **Adjustment** and **Interpersonal Sensitivity** are:

Competency	Definition
Caring about People	Displays sensitivity towards the attitudes, feelings, or circumstances of others.
Customer Focus	Provides courteous, timely, and helpful service to encourage client loyalty.
Handling Stress	Manages pressure without getting upset, moody, or anxious.
Leveraging People Skills	Gets along well with others, is tactful, and behaves appropriately in social situations.
Listening to Others	Listens and restates the ideas and opinions of others to improve mutual understanding.
Relationship Building	Develops collaborative relationships to facilitate current and future objectives.
Positive Attitude	Displays a positive disposition towards work.
Networking	Builds and maintains a system of strategic business connections.
Self-Management	Demonstrates appropriate motivation, attitude, and self-control.
Teamwork	Collaborates with others to achieve goals.

These competencies are the secret sauce of great leaders.

# 360 Self awareness

We are subject matter experts on understanding, measuring and improving leadership and team performance. The science that informs our research is global and best in class; We can help design leadership competency models and deliver programs and coaching aimed at creating employee engagement, enriching the customer experience and delivering organisational strategy.

Combining the Hogan 360 with personality assessments is the most powerful, insightful way to measure current performance and future potential. One must have reliable and valid assessments to give science and structure to the continuous improvement journey. A full profile of current behaviours that can help or hinder team dynamics is essential. The assessments should also be taken by all the reporting managers to the leader. The group results will be instructive and compelling in creating team self awareness and development opportunities.

The Hogan 360 is invaluable in helping leaders to build strategic self-awareness and to understand their reputation from the point of view of the manager, peers and their direct reports. **Our 360 cycle helps the manager to become a better version of themselves.**

①.

A 360 should measure self-awareness by comparing the self-ratings against the selected raters.

②.

These are typically managers, peers, and report ratings.



③.

The ratings from direct reports can provide key insights as to whether the manager is leading an engaged team.

④.

Strategic self-awareness comes from benchmarking one's results against an external benchmark.

Judge the leader by their team. The self awareness and improvement passage is about becoming the best version of yourself. Your team will be your reputation. This reputation, ultimately, is what you choose it to be!

**Improving a leaders' performance and reputation is the key to career success.**

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### **About Peter Berry Consultancy (PBC)**

PBC is a multidisciplinary global consulting firm with 30 years' experience in the delivery of solutions aimed at maximising the potential of individuals, teams, leaders and organisations. We undertake research to support our evidence-based solutions and have a network of partners and distributors globally.

PBC is the Australian distributor of Hogan Assessments and the authors of a range of diagnostics including the Hogan 360 suite, Agile suite, High Performing Team Assessment (HPTA), and co-authored the Hogan Safety Climate Survey.

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